

Research Article

Employee Performance Improvement Strategy through Motivational Approach and Competitive Compensation System

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Abstract

This study aims to analyze the influence of work motivation and compensation on employee performance at the Pertamina Ciputat gas station in South Tangerang. In the era of globalization and technological advancement, companies are required to maintain and improve the quality of human resource performance. Work motivation in this study is measured using Maslow's theory of needs, which includes physiological needs, safety, social needs, self-esteem, and self-actualization. Meanwhile, compensation includes salary, incentives, insurance, facilities, and benefits. The study used a quantitative approach by distributing questionnaires to 40 respondents. The results of the regression analysis showed that both work motivation and compensation have positive, significant effects on employee performance, with both partial and simultaneous effects. The most dominant indicator in influencing motivation is the need for safety, while in compensation is insurance, and in the performance aspect is honesty. These findings demonstrate the importance of management in creating a safe, fair, and supportive work environment to increase productivity and employee loyalty sustainably. The originality of this study lies in its application of Maslow's motivational framework within the operational context of a fuel retail business. This area has received limited empirical attention in Indonesia.

Keywords: Motivation, Compensation, Employee Performance

JEL Classification: M12, M41, O23

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1. Introduction

A company is an organization encompassing several existing businesses, whether goods or services. In today's era of globalization and increasingly sophisticated technology, companies are increasingly required to be prepared to face multiple competitors in both domestic and international markets.

In the era of globalization and technological development, companies are required to compete not only locally but also internationally (Kotler & Keller, 2019). This encourages companies to improve service quality and human resource performance to maintain customer loyalty. Competition is getting tighter, forcing companies to compete to meet consumers' needs and desires. Companies will further improve their performance to retain consumer loyalty.

For example, the selection of the Pertamina Ciputat gas station as the research object is based on the high level of business competition driven by the rapid development of globalization and technology, which has encouraged the emergence of competitors such as Shell, BP, and Vivo. This condition requires Pertamina to maintain the quality of its services and employee performance to remain competitive. Furthermore, employee performance and motivation are important factors because they directly affect service delivery to consumers. This research is also significant because studies on work motivation and compensation in the fuel retail sector remain limited, and the results are expected to contribute to human resource management in the energy services industry.

Pertamina gas stations have their own employee standards, and the company will minimize the decline in employee performance. To achieve this, the company can create employee development programs for human resources, as human resources are crucial to every organizational activity. Improving employee performance at Pertamina gas stations is necessary to ensure the effective and efficient utilization of human resources and to maximize the company's targets. Human resources are a company's primary asset, influencing operational success and the achievement of organizational goals (Hasibuan, 2021). Without competent and motivated employees, a company will struggle to survive in a competitive market.

In addition to employee performance, employee motivation also needs to be considered, as it is the passion for working toward a desired goal, and this passion can make employees even better at their jobs. Motivation is also important for directing employee behavior, as evidenced by the lengths employees will go to continue striving to achieve goals. Motivation is an internal drive that drives someone to act optimally to achieve a specific goal (Robbins & Judge, 2020). High motivation contributes positively to improved performance and productivity.

At Pertamina gas stations, motivation can also affect performance; a lack of attention and support from superiors can also hinder employee motivation. Maximum employee performance at Pertamina gas stations can also improve work output and provide incentives for employees who produce good work for the company, including additional working hours (Iemur). Motivation is the willingness to use high levels of effort for organizational goals, which is conditioned by the business's ability to meet several individual needs. Employees must be highly motivated to carry out orders willingly and without coercion.

Pertamina Retail gas stations are the most well-known fuel distributors in Indonesia, one of which is the Pertamina Ciputat South Tangerang gas station. Pertamina Retail gas stations also frequently offer overtime to employees who want to receive appreciation from their company. This appreciation can serve as motivation for employees who work overtime. However, the promised appreciation from superiors is often not delivered, leading to a decline in employee motivation at Pertamina Ciputat South Tangerang gas station.

Appropriate compensation can improve employee performance, reduce turnover and improve audit results, which, in turn, will impact profits. Pertamina's Ciputat South Tangerang gas station must provide fair and appropriate compensation to its employees, as promised by the company. Fairness and appropriateness are the main requirements for compensation, and a fair and appropriate system is crucial for retaining potential or qualified employees. According to Manpower Law No. 13 of 2003, work ability is the capacity of each individual, encompassing knowledge, skills, and work attitudes that conform to established standards. Fair and appropriate compensation will affect employee job satisfaction, loyalty, and performance (Simamora, 2020). An inappropriate compensation system can lead to a decrease in work enthusiasm and productivity. According to Law Number 13 of 2003 of the Republic of Indonesia concerning

Manpower, compensation is a right granted to workers in return for their contributions to the company.

The limitation of the problem in this study aims to avoid expanding the study beyond its main focus and to ensure that the analysis remains focused and in-depth. In this context, the study focuses on two main variables: work motivation and compensation received by employees at the Pertamina Ciputat gas station in South Tangerang. This study does not cover all aspects of human resource management but is limited to how motivation and compensation form affect employee performance in that environment. With this limitation, it is hoped that the study can focus more on examining the relationship between the two variables, thereby enabling the research objective of understanding the factors that influence employee performance to be optimally achieved.

The problem in this study concerns how levels of work motivation and compensation affect employee performance at the Pertamina Ciputat gas station in South Tangerang. Facing intense competition from globalization and emerging competitors such as Shell, BP, and Vivo, Pertamina must maintain service quality and employee performance. However, problems such as decreased motivation due to rewards that do not match promises and a compensation system perceived as unfair are still evident. These conditions can reduce employee enthusiasm and work productivity. Therefore, this study aims to determine the extent to which work motivation and compensation influence employee performance at the Pertamina Ciputat gas station.

2. Literature Review and Hypothesis

Definition of Performance

Hasibuan (2012) defines employee performance as an individual's work achievement in carrying out their duties in accordance with the responsibilities given to them based on experience, skills, sincerity, and time. Abdullah (2014) states that employee performance is the work results achieved by an employee in carrying out their duties. According to Colquitt (2016), performance is the value of employee behavior that contributes positively or negatively to achieving organizational goals. Performance is the comparison between actual performance and the company's performance standards. Simamora in Djuwanto et al. (2017) defines performance as employees working according to company standards, so performance is considered good when employees follow standard procedures.

Motivation

Herry (2019) argues that motivation is not a personal characteristic. Motivation is the process by which a person exerts energy, direction, and sustained effort toward achieving a goal. Thus, three key elements define motivation: directed energy and persistence (continued/consistent). The energy element is a measure of intensity or drive. A motivated person will direct their hard work. This effort must then be directed toward a specific goal, with a high level of continuous persistence.

Compensation

Hasibuan (2014) defines compensation as an expense and cost for a company. Companies expect the compensation paid to yield greater rewards for employee performance. The value of employee performance must exceed the compensation the company pays to ensure profit and continuity. Similarly, Dessler (2020) states that effective compensation management plays a crucial role in enhancing job satisfaction, commitment, and overall performance, as employees perceive fair and competitive rewards as recognition for their contributions. Furthermore, according to Simamora (2020), appropriate and fair compensation not only improves employee morale and motivation but also reduces turnover and fosters loyalty to the organization. Thus, compensation serves as both a managerial tool and a motivational factor, directly influencing employee productivity and organizational performance.

Research Conceptual Framework

The conceptual framework of the research describes the relationship between independent variables, namely work motivation (H1) and compensation (H2), to the dependent variable, namely employee performance (Y). Work motivation in this study comprises five needs dimensions

based on Maslow's theory: physiological, safety, social, self-esteem, and self-actualization. Meanwhile, compensation includes salary, incentive wages, insurance, facilities, and benefits. Both variables are assumed to have a significant influence on employee performance, as measured by indicators such as work achievement, responsibility, honesty, cooperation, initiative, work speed, accuracy and work error rates. This framework serves as the basis for the study's analysis of the extent to which motivation and compensation can influence the quality of employee performance in the work environment studied.

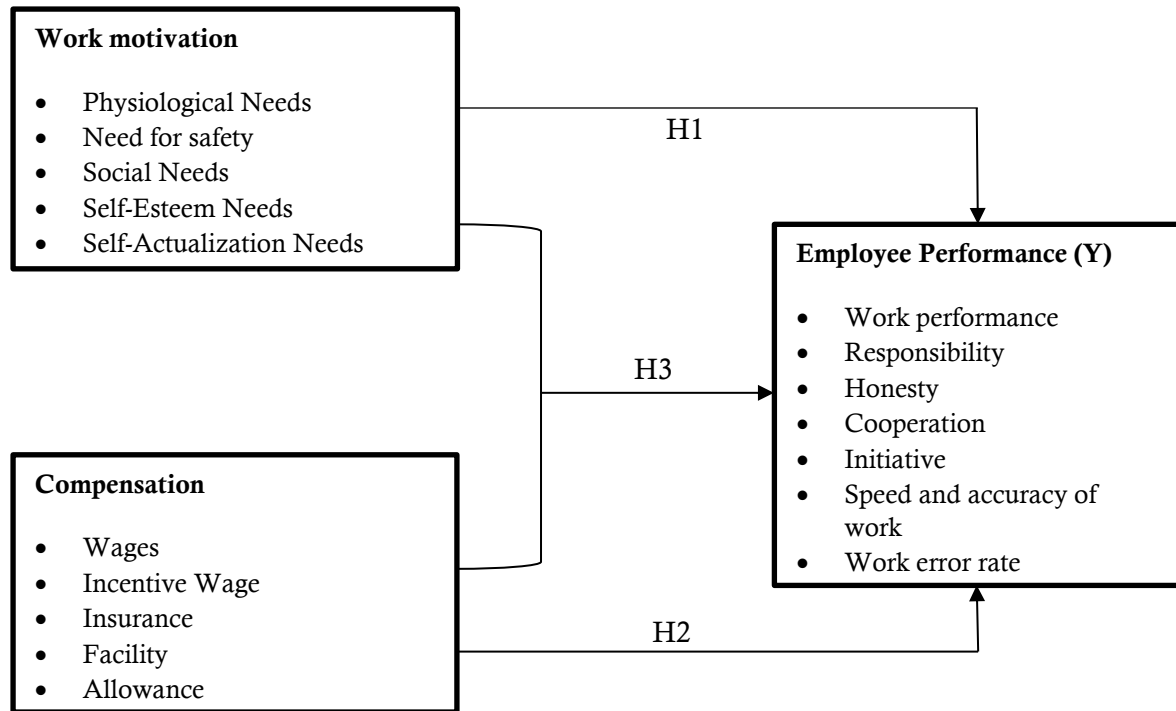


Figure 1. Research Concept Framework

Research Hypothesis

The Influence of Work Motivation on Employee Performance

This hypothesis assumes that the higher an employee's motivation, the higher the quality of their performance. Work motivation can encourage individuals to work harder, be more responsible, and take initiative in completing their tasks efficiently. This aligns with research by Suryani and Sari (2022), which found that intrinsic and extrinsic motivation significantly influence employee performance in service companies. Widodo and Ardiansyah (2021) also found that work motivation directly contributes to increased employee productivity in the retail sector. Furthermore, Fitriani and Hidayat (2023) demonstrated that work motivation is a key factor in increasing employee effectiveness in government agencies.

H1: Work Motivation Has a Positive Influence on Employee Performance

The Influence of Compensation on Employee Performance

This hypothesis holds that fair and appropriate compensation whether financial (e.g., salary and incentives) or non-financial (e.g., work facilities and benefits) can boost employee morale and loyalty. Employees who feel valued through an adequate compensation system are more likely to perform optimally, demonstrate responsibility, and increase productivity. Research by Nurhayati and Ramadhan (2022) concluded that fair compensation significantly impacts employee performance in the manufacturing sector. Furthermore, Saragih and Lestari (2021) found, in their study of service companies, that compensation is a key factor in improving employee effectiveness. Similarly, Utami and Wijaya (2023) revealed that a structured compensation system can strengthen employee engagement and performance in the public sector.

H2: Compensation Has a Positive Influence on Employee Performance

The Influence of Work Motivation and Compensation on Employee Performance

This hypothesis assumes that work motivation and compensation are two important, complementary factors in driving improved employee performance. Work motivation, both intrinsic and extrinsic, drives individuals to achieve targets and take responsibility for their tasks. Meanwhile, adequate compensation provides tangible rewards for performance, thereby encouraging loyalty and higher productivity. The combination of the two is believed to improve work quality significantly. Research by Rahmawati and Nugroho (2022) shows that motivation and compensation simultaneously have a significant positive influence on employee performance in the private sector. Handayani and Prasetyo (2021) also found that the synergy between motivation and a fair compensation system is a key determinant in increasing work effectiveness in manufacturing companies. Furthermore, Yuliana and Hartono (2023) found, in a study of government agencies, that the combined influence of motivation and compensation significantly affects the performance of state officials.

H3: Work Motivation and Compensation Have a Positive Influence on Employee Performance

3. Data and Method

Research Design

This study aims to analyze the influence of motivation and compensation on employee performance at the Pertamina Ciputat South Tangerang gas station. The research method used is quantitative; it collects data in the form of quantities represented by numerical figures.

Research Instruments

This study uses a questionnaire as a data collection tool. The questionnaire will be given to Pertamina gas station employees who wish to participate. The questionnaire will be tailored to the specific case and designed to reflect the indicators of each variable. Afterward, the questionnaire will be distributed to the respondents, namely Pertamina gas station employees.

Method of collecting data

Data sources can provide information about the subject from which data can be obtained. The questionnaire in the data source is called the respondent (someone who responds to the questionnaire's questions). Primary Data is data obtained directly from the research location; it can be collected through questionnaires administered to Pertamina gas station employees. Secondary Data is the second source of what is needed; it is obtained from research journals, articles, and websites, depending on the research problems. A Likert scale is used to measure a person's or a group's attitudes, opinions, and perceptions regarding social phenomena. A Likert scale is also commonly used in questionnaires/questionnaires.

Population and Sample

The study population consisted of 40 employees of the Pertamina Ciputat South Tangerang gas station. The sample taken from the population must be truly representative. The sample in this study was selected using non-probability sampling. Using purposive sampling, the sample comprised 40 respondents. Purposive sampling is a technique for selecting data sources with specific criteria. In this study, a census method was used, a sampling technique in which all members of the population are included.

4. Results

Validity Test

Table 1. Validity Test Results

Indicator	R Count	Table	Information
Motivation Variable (H1)			
Leaders always encourage working better	0.743	.2638	Valid
Tasks assigned by management are in line with employees' abilities.	0.617	.2638	Valid

Compensation Variable (H2)			
The overall salary is commensurate with the effort expended	0.582	.2638	Valid
The basic salary employees receive meets basic needs.	0.476	.2638	Valid
Performance Instrument Variable (H3)			
Work performance assessments are used as a basis for decision-making	0.548	.2638	Valid
Work performance is used as material for evaluation	0.437	.2638	Valid

Source: Processed Data (2024)

Based on the correlation analysis between the score for each question item of the compensation variable (H2) and the total score for 40 respondents, all 10 questions were found to be valid, as shown in the table above. This indicates that the compensation instrument used is appropriate to measure the variable in the study. In addition, the calculation results for the performance variable instrument (Y), comprising 14 questions, show that all items correlate significantly with the total score, indicating that the instrument is valid.

Reliability Test

Table 2. Reliability Test Results

Variables	Cronbach Alpha	Critical Value	Information
H1 Motivation	0.815	0.6	Reliable
H2 Compensation	0.760	0.6	Reliable
Y Performance	0.822	0.6	Reliable

Source: Processed Data (2024)

The table above shows that motivation, compensation, and performance are reliable.

Linearity Test

Table 3. Linearity Test Results

Variables	Sig of Linearity	Significant Level	Information
Motivation for employee performance	0.00	0.05	Linear
Compensation for employee performance	0.00	0.05	Linear

Source: Processed Data (2024)

Based on the table above, it can be concluded that the motivation variable H1 and the compensation variable H2 for employee Y's performance have a linear relationship.

Simple Linear Regression Analysis

Table 4. Simple Linear Regression Analysis

Variables	Regression Coefficient	t-count	Significant
The Influence of Motivation on Performance			
Constant	32,192	4,455	0.001
Motivation	0.673	4,092	0.001
R2		0.553	
The Effect of Compensation on Performance			
Constant	35,649	4,234	0.001

Motivation	0.596	3,098	0.004
R2		0.449	

Source: Processed Data (2024)

Based on the table above, motivation has a positive and significant effect on employee performance. The regression coefficient of X1 is positive at 0.553, meaning that if X1 increases by 1 unit, then Y will increase by 0.553 units or vice versa. Compensation has a positive and significant effect on employee performance. The regression coefficient of X2 is positive at 0.449, meaning that if X2 increases by 1 unit, then Y will increase by 0.449 units or vice versa.

Multiple Linear Regression Analysis

Table 5. Multiple Linear Regression Analysis

Variables	Regression Coefficient	t-count	Probability
Constant	28,628	3,427	0.002
Motivation	0.551	2,531	0.016
Compensation	0.204	2,860	0.001
F-count		8,683	
R2		0.565	

Source: Processed Data (2024)

Based on the table above, the F-count is 8.683, meaning that motivation and compensation together have a significant effect on employee performance. The coefficient of determination (R2) is 0.565, indicating that product quality and promotion account for 56.5% of purchasing decisions, while other variables, such as price, account for the remaining 43.5%.

5. Discussion

The Influence of Motivation on Employee Performance

The study's results show that motivation supports increased employee performance by aligning with physiological, safety, social, self-esteem, and self-actualization needs. Physiological needs, standard needs, such as needing encouragement from those closest to work better. The safety referred to here is protection from the company in the event of an accident at work. This can make employees feel safe working at the Pertamina Ciputat gas station. Social needs, such as good relationships between employees and superiors and the ability to adapt to the work environment. Self-esteem needs: When employees feel appreciated by the company for their work achievements, they feel motivated to do better work. Self-actualization needs, employees understand their abilities and skills at work. The results of this study are consistent with those of research conducted by Pangastuti (2020), Yuningsih (2020), and Wijaya (2015).

The Influence of Compensation on Employee Performance

Based on the study's results, compensation supports improvements in employee performance at the Pertamina Ciputat South Tangerang gas station through salaries, incentive wages, insurance, facilities and benefits. The salary referred to here is based on the work employees do over 1 month; it reflects the effort they put in. Incentive wages are bonuses that companies give to employees who excel. Employees will feel safe if the company guarantees their safety. The facilities in question are part of the work needs; facilities provided by the company can help employees in their work. The company will give allowances based on remuneration in rupiah. The results of this study are in accordance with the results of research conducted by Efendi (2020) and Halim (2017).

The Influence of Employee Motivation and Performance Compensation on Employee Performance

The research results show that work motivation and compensation positively influence employee performance at the Pertamina Ciputat gas station in South Tangerang. Strong motivation encourages employees to work harder, be more responsible, and demonstrate a positive work attitude. At the same time, appropriate compensation provides recognition and a sense of security,

which increases employee loyalty and productivity. Both complement each other in creating a work environment that supports achieving company targets.

These findings align with Efendi's (2020) research, which found that motivation and compensation simultaneously significantly influence employee performance. Putra (2021) also found that the combination of intrinsic motivation and financial compensation directly impacts work effectiveness. Furthermore, Putra (2018) emphasized that without a sound motivation and compensation system, it is difficult for companies to maintain employee performance sustainably. Therefore, companies need to continuously manage these two aspects in a balanced manner to maintain and improve employee performance.

6. Conclusion

The results of the study indicate that the work motivation of Pertamina Ciputat gas station employees is most strongly influenced by the need for a sense of security, particularly through occupational safety guarantees and accident insurance. In terms of compensation, the most influential indicator is insurance, which provides employees with a sense of protection and certainty. Meanwhile, in terms of employee performance, honesty is the most dominant indicator, reflecting integrity and the conformity of work behavior with company expectations. This finding confirms that fulfilling basic needs, such as job security, has a greater influence on performance than financial incentives alone. The implication of this study is the need for Pertamina to strengthen its HR management strategy by maintaining a balance between financial and non-financial compensation, providing adequate safety guarantees, and instilling a work culture that promotes honesty and professionalism, so that employee motivation and performance can continue to improve sustainably.

Recommendation

Based on the study results, management of the Pertamina Ciputat gas station should strengthen occupational safety programs through routine safety training and monthly audits, and expand insurance benefits to include comprehensive health coverage for employees and their families. The company is also advised to introduce a "Safety and Integrity Excellence Award" to recognize honest and responsible employees and to link performance-based incentives to measurable achievements, such as punctuality and service quality. Additionally, short training programs on ethics and customer service should be provided regularly to enhance employee competence and motivation. These efforts will improve performance, strengthen loyalty, and create a safer and more productive work environment.

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